

4/3/86

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Chen

Talking Paper: Introd. Remarks, Retreat Panel, 9 April 1986,  
on the Intelligence/Policy Nexus: How Can We Improve a  
Semi-Disconnect?

Texts for Today: Liberal, Conservative, and Centrist.

- Quote from Le Carre (re consumers)
- Ditto from Laqueur (on producers' need to educate consumers)
- Ditto from HPF (Napoleon gazing at the pyramid)

All of these speak to our same, enduring problem: in all US Administrations to date, the lack of systematic ties between all the intel produced and policymaking.

- The marked disconnect between, on the one hand, an intel producing process which for years has continued implicitly to assume that we are operating within an ordered, rational system; and, on the other, a policymaking process which is much more disorderly and catch-as-catch can.
- Perhaps we may have to settle for more of the same: that is, for occasional, ad hoc matchings.. I hope not.

I would add that these problems are probably greater for us in the Estimates business than for those in other precincts of the intel enterprise.

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- Consumer polls: Ests. are less needed. Consumers are too busy; Ests. are too general or too blah; consumers carry own NIEs around in their heads; what can Ests. tell Al Haig about NATO? Or Henry Kissinger about anything?
- Dispassionate Ests. are always up against a tough foe in the marketplace, policy advocacy. And, as we know, advocacy is almost always much simpler, more appealing, more seductive.
- Even worse when Ests.' messages are uncongenial to the committed recipients.

To help break new ground this afternoon on these questions we have a first class, experienced panel of guests: Dick Solomon . . . ,

. . . . Each of them will give us a short burst concerning

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- What producers can do to better prepare our wares, market them, and interact with consumers;
- What steps might realistically be taken among consumers, either individually or organizationally, to lessen present disconnects; and
- Examples of what has worked well -- and poorly -- in the past.

Thereafter we'll open up the session for general grabs. . . .